

18 MAR 1977

MEMORANDUM FOR: Chairman, Executive Advisory Group *WJL*

SUBJECT : Personnel Management

1. There has been much discussion in recent months on the Agency's personnel management policy and philosophy, the Office of Personnel's operations and activities as well as those of the individual career services, and possible changes which might be made to improve the Agency's personnel management posture. Despite progress which has been made and the attention which has been directed to the general question of personnel management, we have been unable to zero in on the basic problem; indeed, there is essentially no consensus either on exactly what, if anything, is wrong with our current system and structure, or on what changes, if any, might be considered.

2. We have discussed, inter alia, organizational relocation of the Office of Personnel in its present form to the DCI Area; establishment of an Office of Personnel Policy reporting to the DDCI with the existing Office of Personnel to be concerned only with personnel operations; and various other alternatives—all with the objective of enhancing and improving personnel management within the Agency. We have examined, albeit superficially, some of the pros and cons of the various alternatives which have been suggested, but we have not evaluated all possible options nor have we been able to determine what action, if any, should be recommended. Feelings on the personnel issue are strong in many quarters; problems perceived by some are not viewed as problems by others; and where there is agreement on specific problem areas, we have difficulty devising solutions acceptable to all. Although many senior managers seem to feel that our system can be improved, there is virtually no agreement on precisely what changes should be made to bring about this improvement.

3. After being a part of the debate on this issue for some time now, I am wondering if the Agency can objectively analyze its problems in the personnel area and come up with a set of viable recommendations. Possibly the time has come to consider an alternative means of dealing with the problem. What I have in mind is an external study conducted under contract by a competent research firm which would be tasked with examining the Agency's personnel practices, procedures, and structure in consideration of Agency requirements for support in this area, with a view to developing a set of recommendations for improving our personnel system and making it more responsive to the needs of the Agency. In

12/i

my view. Approved For Release 2005/07/26 : CIA-RDP82-00357R000200130001-9 of coming up with a useful set of recommendations than would any in-house study. I believe that the study should be made under the auspices of the Inspector General to ensure total independency.

4. The frame of reference for the external study should be broad, and we should avoid establishing detailed parameters in order to minimize the possibility of prejudicing the conclusions and recommendations; however, we should nonetheless provide some very general guidelines and a few issues/questions which should be addressed to ensure that the study's basic thrust will be responsive to those areas where we are most concerned. For example, we should begin with the basic premise that there should be no change in our job classification structure (i.e., our use of established Federal position grade categories), that we recognize the necessity for a central personnel organization to carry out certain functions which cannot be conducted or controlled efficiently or economically on a decentralized basis, that the size and mission of the Agency will not change significantly in the foreseeable future, etc. Illustrative issues/questions which might be posed about our current personnel management system and posture are included in the attachment. The attachment is not intended to be all encompassing, nor are all issues mutually exclusive. Some questions possibly should not be specifically posed, while still others should be added. The purpose here is simply to suggest that the proposed study should be broad in scope and relatively unstructured by the Agency.

5. I suggest this approach be tabled for consideration at an early EAG Meeting.

[Redacted Signature]

James H. Taylor
Comptroller

STAT

Attachment:
As Stated

Suggested Issues/Questions to be Considered in a
Study of the Agency's Personnel Management System

1. Is there a proper balance between those personnel functions which are handled centrally as compared with those which are decentralized?
2. Is there a proper degree of uniformity (i.e., from the employee's viewpoint) in the approach to personnel management in the four directorates and the DCI Area?
3. Are the existing assignment, reassignment, rotation, upward mobility, and minority employment practices of the Agency consistent with current policy and adequately responsive to both the interests of the employee and to line management's needs? Should policies be changed? How can our practices be improved?
4. Does the Agency's career service system engender the maximum desirable degree of competition for senior positions among officers with similar skills and talents?
5. Does the Agency's personnel management system ensure that high-quality officers are identified, available, and groomed adequately for senior management positions? What are the inhibiting factors?
6. Are the Agency's promotion policies, and more importantly our current practices, rewarding our most competent and deserving officers?
7. Given the Agency's overall mission and the kinds of skills we must maintain (i.e., economists, computer specialists, operations and case officers, communicators, engineers, secretaries, typists, accountants, etc.), how many distinct "career tracks" should we have and at what levels, if any, should there be "cross walks" between these tracks?
8. To what extent should we encourage career affiliation with a distinct "career track," and how should non-career (e.g., contract, temporary, part-time) personnel be handled in the Agency's career system?
9. What should be the relationship between distinctive career services and line management, and are existing career groupings responsive to line management's needs?
10. What are the strengths and weaknesses in the Agency's present personnel organization and personnel management system?
11. If changes are proposed, what advantages would accrue from those changes and what would be the disadvantages of their implementation?